

*Special Focus on*  
**Business**  
*&*  
**Human Resource**



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The global economic environment, continuous transformation is part of the inherent characteristic of the global business landscape. New ways of doing business need to be explored in order to remain competitive and a keen sense of the emerging markets must be polished. In this fast pace volatile environment, communication is the key. And in this particular aspect, ICT tools needs to be maximised. In an emerging market like Malaysia, this is an option that would bring much benefit to all aspects of the economy.

Imperative to the success of any business endeavours are the leaders who command the organisation. Here in this issue, the significance of leadership behaviour, its role and influence on an organisation is explored. Also, from the point of human resource development and management, the connection between leadership style and employees' commitment and performance are among the areas that need to be given more emphasis. Roped into this issue, is the role of the human resource unit when it comes to employee satisfaction and performance. Without doubt, development of Human Resource is essential for the advancement of any business organisation. And with the changing gender ratio in the Malaysian workforce, the challenges faced by women employees and how these influence their perception of their career progress are explored.

This issue of Research Update takes a small look on the issue in the business environment, and human resource development and management. Currently, researches in these areas are conducted mainly by researchers from the Faculty of Economics and Business, and the Faculty of Cognitive Science and Human Development of Universiti Malaysia Sarawak.

Prof Dr Peter Songan,  
Deputy Vice Chancellor (Research and Innovation)

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**Edited by: Peter Songan  
: Resni Mona**



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## **INFORMATION SHARING, INFORMATION QUALITY AND USAGE OF INFORMATION TECHNOLOGY (IT) TOOLS IN MALAYSIAN ORGANISATIONS**

Uncertainties in the global business environment have transformed the landscape of business competition from being predominantly firm-based to supply chain competition. Consequently, many firms have realised the imperativeness and benefits of collaborating with supply chain partner, as opposed to adversarial or arms length relationship, as a way to improve supply chain management. However, despite the importance of information flow in supply chain management, it appears that the level of information sharing, information quality and IT tools usage still has not reached the ideal state. No doubt, the investment in IT infrastructure can be very costly and this can be a major hindrance to some firms. In addition, strategic information which is crucial in decision making is considered a proprietary property and cannot be shared with supply chain members. Information may be withheld due to the confidentiality of the information. This affects the supply chain visibility and performance. This study examines the level of information sharing, information quality and usage of information technology (IT) tools among manufacturing companies located in the Northern region of Malaysia. A total of 250 questionnaires directed to the operations and procurement/purchasing managers were distributed through electronic mail. The results indicate that manufacturing firms recognised the importance of information sharing, information quality and IT tools usage in the context of supply chain management. The usage of IT tools is between moderate to high. The level of IT usage is considerably strong since IT capability is essential to support the information quality and the information sharing across the supply chain. These three concepts, information sharing, information quality and IT tools are interrelated and are interdependent on one other. Overall, the results provide insights into the types of information shared between manufacturers and suppliers, the aspects of information quality emphasized as well as the IT tools utilised by the manufacturing firms.

### **Researcher:**

Omar, R., T. Ramayah, Loh May Choo, Tan, Y. S., & Siron, R.



## ATTITUDES TOWARD OFFENSIVE ADVERTISING: MALAY MUSLIMS' VIEWS

The purpose of this paper is to investigate the Malay Muslim's attitude towards offensive advertising and the reasons that make these advertisements offensive. This paper aims to explore the role of religiosity on attitudes toward controversial advertisements and the reasons they are controversial. This paper studied 279 randomly selected Malay participants. Data were analysed using means, correlations, and ANOVA. Results indicate that those high on religiosity differ on the nature and manner of controversial advertisements from those of low religiosity. Malay Muslims, when compared on their degree of religiosity, differ in terms of their evaluation of the offensive nature of advertisement. More importantly, they differ more on the reason that make an advertisement offensive than the nature of the product being advertised.

### Researcher:

Ernest Cyril De Run, Muhammad Mohsin Butt, Kim-Shyan Fam, Hui Yin Jong

## ICTS AND TOURISTS' SATISFACTION: A TEST ON A RURAL TOURIST DESTINATION

This study examines the impact of ICTs in local communities. This study was conducted in Bario, a rural tourism destination located in the state of Sarawak, Malaysia. The results indicate that ICTs are able to increase the number of visitors. The study also demonstrates the important dimensions that contribute to tourists' satisfaction so that future ICT efforts can be focused on them. Four dimensions in service quality were found to be significant in predicting the overall tourists' satisfaction in Bario. "Places of interest", and "Atmosphere of homestay/resort" were found to be significantly related to tourists' satisfaction with  $\beta = .26$  ( $p < .01$ ), and  $\beta = .10$  ( $p < .01$ ) respectively, as well as "scenery" and "outdoor activity" with  $\beta = .15$  ( $p < .05$ ), and  $\beta = .38$  ( $p < .05$ ) respectively. The influence of "interest/motive" was not significant. This research highlights the importance of ICTs, which help in bringing tourists to a destination. The use of ICT, however, needs to support service delivery. Hence, evaluation of the phenomenon of service quality perceptions among visitors of Bario has broadened the understanding of the satisfaction level of the customers and the influences on it. Ultimately, local community and industry players in particular will benefit by putting focus on the areas of service quality that needed close scrutiny and improvements to increase tourist satisfaction. Since the quality of "Outdoor activities" is the main contributor to tourists' satisfaction, but is currently rated low, it is important for Bario tourism's to focus on improving outdoor activities. One of the improvement strategies is to promote outdoor activities on the internet to brief tourist on what to expect when they come to Bario as our findings revealed that most of the visitors were aware of Bario through its publicity on the website.

### Researcher:

Mohamad, A.A., Lo May Choo, Peter Songan, and Alvin Yeo Wee

### Supporting Grant:

UNIMAS Small Grant Scheme

Mohamad, A.A., Lo, M. C., Songan, P., Yeo, A. W. (2010), ICTs And Tourists' Satisfaction. A Test On A Rural Tourist Destination, E-Review Of Tourism Research, (In Press).



## **DOES MARKET ORIENTATION LEAD TO HIGHER SERVICE QUALITY PROVISION AND PERFORMANCE? A STUDY AMONG SERVICE ORGANISATION IN NORTHERN MALAYSIA**

This study examines the impact of market orientation and service quality on organisational performance. The data was gathered from a survey of 175 service organisations, of which 101 organisations participated in this study. Structural equation modeling was used to run the analysis of the study variables. The findings suggest that different market orientation components had different impacts on the service quality components. Service quality components were also found to positively influence organisational performance. Interestingly, competitor orientation was not significant on any components of service quality. This could be due to the fact that while competitors are seen as important for getting contract and increase sales, organisations may have put in more effort and utilise more resources into ensuring their products are better than their competitors. The results have indicated that although the three components of market orientation, which are customer orientation, competitor orientation, and interfunctional orientation, appear to be contingent on an organisation performance, it may not be necessarily equally relevant for organisations with different strategies and are in different environment. The findings indicate that companies should focus on technical and functional quality in order to improve financial and non-financial performance. In short, this study adds an additional dimension to the existing literature which has mostly dealt with how marketing orientation affects organisational performance. It contributes by proposing the elements of service quality in the context of market orientation. The study will be of assistance to service organisations particularly in the Malaysian settings since there were limited studies conducted in this settings.

### **Researcher:**

T. Ramayah, Lo, M. C., Abdul Halim, H., Samat, N.

## **AIS ALIGNMENT AND FIRM PERFORMANCE AMONG AUDIT FIRMS IN EAST MALAYSIA**

Investment in information technology systems involved huge sums of money. The situation faced by a large number of firms was that, such investment may not commensurate with the benefits of using the information generated and consequently enhance profits. Thus, in order to ensure a return on the investment of the information technology system, a great effort had to be expended to ensure that there is a balance between the amount spent and the benefits reaped. Attempts must be made to avoid the Accounting Information System (AIS) from becoming redundant or underutilised; either due to excessive spending, or conversely, frugal spending that leads to the inability to a complete task because of inadequate and insufficient AIS supports. According to the Information Processing Theory, when there is a high alignment of AIS capacity and AIS requirements, the results are indicative of a positive effect on the firm's profitability performance. This study also revealed that different AIS characteristics had different levels of AIS alignment. Some of the AIS characteristics that have high AIS alignment scores are speed of reporting, summary reporting and immediate reporting. All of these characteristics have high scores, unlike precise target, sub unit interactions, and market information, which have low alignment scores.

### **Researcher:**

Salawati Sahari and Rohana Othman



## ENTREPRENEURIAL ORIENTATION OF PUBLIC ENTERPRISES IN MALAYSIA

The purpose of this paper is to gauge the extent to which public enterprises in Malaysia demonstrate entrepreneurial orientation. A face-to-face survey was initiated to obtain data directly from the top management of public enterprises. The results of the investigation reveal that public enterprises seemed to concentrate on incremental aspect of the marketing of true and tried products/services. Although these companies appeared to have a strong emphasis on R&D initiatives, most of these initiatives were focused on the development side of the activities. In addition, the results of the study indicate that the extent to which public enterprises respond to action initiated by competitors by becoming the first to introduce new product/services and/or “undo the competitor posture” appeared to be quite low. On the other hand, public enterprises tended to focus on low risk projects. Hence, they prefer to explore and exploit the unknown gradually and will act when certainty exists. Given the outcomes of the study, managers may note that firm performance is associated with the degree of its entrepreneurial orientation.

### Researcher:

Harry Entebang, Richard T. Harrison, Ernest Cyril de Run

## THE INFLUENCE OF ROLE MODELS ON YOUNG ADULTS PURCHASE

This study explores the influence of direct (parents) and vicarious (celebrities) role models on young consumer's purchase intention and behaviour in Malaysia. The study partially replicates previous studies conducted in the West while exploring the Eastern perspective. The data was collected using convenience sampling. Respondents were mostly undergraduate students at a public university in Sarawak, Malaysia. They were asked to respond to a structured questionnaire which was based on previous studies conducted in the same area. Regression analysis was carried out to estimate the impact of role model influence on purchase intention and behaviour. The results indicate that both direct and vicarious role model significantly influence purchase intention. However finding do suggests that the direct role model does not influence purchasing behaviour. This study significantly contributes to the understanding of role model influences on the ever growing youth market in Malaysia.

### Researcher:

Ernest Cyril de Run, Mohsin Butt, Chung Yen Nee



## **PERCEIVED CORPORATE ENTREPRENEURSHIP IN GLCS: EVIDENCE FROM MALAYSIA**

The purpose of this paper is to gauge the extent to which government-linked companies (GLCs) in Malaysia demonstrate corporate entrepreneurship activities. To achieve the objectives of the study, data was solicited directly from the top management through face to face survey. The findings on the nature of corporate entrepreneurship activities suggest that GLCs appeared to engage in incremental aspect of continuing education (CE) activities. On the other hand, many of new ideas seemed to come from the top management. Given the nature of external and internal environmental factors of firm, government policy, environmental hostility, technological forces, top management support, strategic planning, organisational strategies, internal processes, culture, regulation/controls, work discretion, rewards, structure and time/resources were noted to influence the extent to which GLCs pursued CE activities. Based on outcomes of this study, managers may learn that to benefit from CE activities, they should shift their focus from incremental to substantial and/or radical types of CE activities.

### **Researcher:**

Harry Entebang, Richard T. Harrison, Ernest Cyril de Run

## **ETHNIC ADVERTISING: ADOLESCENTS' ATTITUDES TOWARD TARGET AND NON-TARGET ADVERTISEMENTS**

This article aims to explore attitudinal and behavioural differences between target and non-target groups of ethnic advertisements. It seeks to expand the existing body of knowledge by investigating these differences from the perspective of young consumers in an Eastern context. This helps in testing the established theories of distinctiveness and cultural schemas in an Eastern society. The study sample consists of 1,600 randomly selected adolescents from different states of Malaysia. Data were analysed using MANOVA, ANOVA and t-test to explore the group differences between adolescents based on their ethnicity and advertisement type. The results indicate a significant group difference between target and non-target respondents to the advertisement. It also shows that ethnicity is a viable target variable for both the majority and minority ethnic groups in Malaysia.

### **Researcher:**

Muhammad Mohsin Butt, Ernest Cyril de Run



## RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANISATIONAL COMMITMENT IN MALAYSIA: ROLE OF LEADER-MEMBER EXCHANGE

Building upon the “social exchange theory” notion, this paper hypothesised the moderating impact of leader-member exchange (LMX) on the relationship between two leadership styles and organisational commitment of employees. While a great deal of past researches was done to investigate the link between leadership and organisational commitment, relatively few researches have been conducted to examine these two components with the presence of LMX. It is important for the company to know what aspects play important roles or have big impact in boosting the commitment of the employees. Moreover, there is a noticeable lack of empirical examination of large Malaysian organisations with regards to the leadership styles on commitment. This study focuses on manufacturing employees in Malaysia as the population of interest. Currently, the manufacturing sector is considered as one of the cornerstones of Malaysia’s economic diversification strategy. A total of 200 questionnaires were distributed. One hundred and fifty-six Malaysian executives voluntarily participated in this study. Data was collected through survey questionnaires from subordinates comprising working executives who report to lower and middle level managers. The statistical results indicated a positive direct relationship between three dimensions of transformational leadership styles, namely intellectual stimulation, idealised influence, and inspirational motivation, with affective and normative commitment. Two dimensions of transformational leadership, namely, intellectual stimulation and individualised consideration were found to have positive relationship with continuance commitment. On the other hand, none of the dimensions of transactional leadership styles were found to have significant impact on the three components of organisational commitment. As hypothesised, affect-loyalty has a direct relationship with all dimensions of organisational commitment. Even though transactional leadership did not have direct impact on organisational commitment, it was found that some dimensions of transactional leadership, such as management-by-exception passive and contingent reward components, have significant relationship with affective and continuance commitment when LMX was used as a moderator. This study has added to the growing body of research linking LMX to leadership styles and organisational commitment and expands the domains of this relationship. Considering the potential cascading effect that LMX can have on supervisors’ leadership styles, previous researches may have underestimated the impact of LMX on organisational commitment.

### Researchers:

Lo May Choo, Ramayah, T, Peter Songan & Hii Wei Min



## LEADER-MEMBER EXCHANGE, GENDER, AND INFLUENCE TACTICS: A TEST ON MULTINATIONAL COMPANIES IN MALAYSIA

Building upon the “social exchange theory” notion (Blau, 1964; Emerson, 1962), this paper hypothesised the direct impact of leader-member exchange on supervisors’ use of downward influence tactics. Leader-member exchange (LMX) and influence tactics were conceptualised as 2- and 3-dimensional constructs, respectively. There have been very few empirical researches on downward influence tactics in the manufacturing industry. Thus, this study’s framework has allowed for a better understanding of how LMX perceptions were formed and the mechanisms linking supervisors’ gender to the choice of and effective use of specific influence tactics. One hundred and fifty-eight Malaysian managers and executives working in large scale multinational companies voluntarily participated in this study. Two dimensions of LMX, namely loyalty and affect, have direct relationships with soft influence tactics, whereas the moderating hypotheses were not found to have any significant impact on the dependent variables. The findings suggested that leader-member exchange would have moderate impact on supervisors’ use of influence tactics on their subordinates. Nonetheless, gender of the supervisors does not moderate the relationships between the predictor variables and criterion variable of the present study. The finding is not surprising at all as it is aligned with previous studies where gender is often cited inconsistently by past researchers as a source of influence in the supervisor-subordinate relationship. Perhaps, the lack of a relationship between gender and influence tactics provides partial support for the contention that management guidelines are not related to gender alone

### Researcher:

Lo May Choo, Mohamad, A. A., and Maw, K. L.

Lo, M. C., Mohamad, A. A., Maw, K. L. (2009). The Relationship between Human Resource Management and Firm Performance in Malaysia. *International Journal of Economics and Finance*, Vol. 1, 1,103-109.



## **MULTI-DIMENSIONAL NATURE OF NEW LEADERSHIP IN A NON-WESTERN CONTEXT: THE CASE OF MALAYSIA**

Past researchers in leadership studies have observed a shift in the dimensions of new leadership behavior such as transformational and transactional styles. For the past few decades, leadership styles continue to be one of the most exciting issues for organisations. Many studies have attempted to explore its effect on work outcomes such as employees commitment, job satisfaction, turnover intention, and performances. Leadership styles exhibited by the managers have often been known as the essence of leaders' behaviour which is the major driving force behind this continuous recognition of employees' behaviour in the management literatures. Hence, a better understanding of the dimensionality of leadership styles is needed to facilitate further theoretical development and practical measurement of the construct. The purpose of the research reported here was to test empirically and to validate a conceptualisation of two forms of leadership styles known as transformational and transactional that consists of four and five dimensions, respectively. Data was gathered through a survey using a structured questionnaire to employees in Malaysia with a total of 146 respondents. A series of tests such as factor analysis, correlation, and reliability analysis was conducted to confirm that the instrument is valid (content, construct, convergent, discriminant and nomological) as well as reliable. Implications regarding the value of conducting validity and reliability test for practitioners and researchers are discussed.

### **Researcher:**

Lo May Choo, T. Ramayah, & Ernest Cyril deRun

### **Supporting Grant:**

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## **HUMAN RESOURCE PRACTICES AND ORGANISATIONAL PERFORMANCE. INCENTIVES AS MODERATOR**

Despite the enormous breadth of the literature on the relevance of Human Resource (HR) practices to organisational behaviour in general and to an understanding of organisational performance in particular; researches regarding HR practices, incentives, and organisational performance are not well integrated. A better understanding of these effects will offer insights on how to positively influence organisational performance such as sales revenue, profitability, net asset return on investment (ROI), and market share. Also, prior researches were mostly focused on cases in the Western countries. Very few researches on HR practices have been conducted on emerging economies such as Malaysia; hence, it will be interesting to compare the research results on HR practices on organisational performance between the two economies due to the huge differences in the market environment and the management practices between the Western countries and Malaysia. As suggested by past researchers, it is clear that firm performance has important implications for the employees and organisations. This study examines human resource practices and the impact of incentives on manufacturing companies in the Malaysia context. Three types of human resource practices, namely, performance appraisal, training, and information technology have been chosen as the focus of this research, with the presence of incentives as moderator on organisational performance. This is imperative in order to ensure the successful management of employees and also to improve productivity and achievements of an organisation. The research uses a sample of eighty-five firms in Sarawak, Malaysia, who voluntarily participated in this study. The results indicated that the two components of human resource (HR) practices, namely, training and information technology have direct impact on organisational performance. It suggests that incentive is positively related to organisational performance but did not moderate the relationship between both HR practices and organisational performance.

### **Researcher:**

Mohamad, A. A., Lo May Choo, Maw, K. L.



## **EMPLOYEES APPRAISAL PRACTICES IN THE MALAYSIAN REMUNERATION SYSTEM: ISSUES AND CHALLENGES**

The Malaysian Remuneration System (MRS) in the Malaysian Public Service (MPS) is an integrated and comprehensive approach to strengthen the capacity of public service personnel professionalism, quality, and productivity. It was introduced in the year 2001. The MRS is part of a long-term strategic plan and aims to strengthen the ability of the public service to function effectively. It was based on the philosophy of attempting to allow flexibility and give encouragement to employees in order to upgrade performance. The system was implemented for nine years. The implementation of the system, however, still created some important issues to be highlighted and discussed. Several research findings were reported on the implementation part of the system. This study contributes to the body of knowledge on performance management by offering research findings from the MPS context on performance appraisal practices. Besides, this study also discusses the challenges and implication of the system.

### **Researcher:**

Rusli Ahmad, David P. Spicer

## THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT AND FIRM PERFORMANCE IN MALAYSIA

Human Resource Management (HRM) faces the challenge of bringing better fitted workers into the organisations and meeting the workers' needs and expectations. Thus, there is a compelling demand to develop better ideas, and strategies to improve the interface between employees and employers; and to elaborate comprehensive insight that can help human resource managers get better results and improved performances. The relationship between HRM and firm performance has received considerable attentions from researchers in recent years. It is believed that the understanding of the relationship between HRM and firm performance would serve as a platform for companies' managers to assist them in achieving better performance. Drawing upon resource based theory which explains human capital as the key resource for a firm development, this paper hypothesised that the HRM was anchored on firm performance. HRM were conceptualised as four- and uni-dimensional constructs, respectively. The main thrust of the paper is to assess the impact of HRM on firm performance. The main purpose of this study is to investigate whether certain components of HRM, such as, training, incentives, performance appraisal, and information technology influence firms' performance. A confirmatory factor analysis (CFA) was conducted to test the four-dimensional structure of HRM-firm performance. The findings suggested that incentives and information technology are positively related to the firms' performance.

### Researcher:

Lo May Choo, Ramayah, T. & de Run, E. C.



## **THE IMPACT OF PERFORMANCE APPRAISAL DECISIONS ON EMPLOYEES' PERFORMANCE: A MALAYSIAN PUBLIC SERVICE ORGANISATION**

The effectiveness of decision-making in the appraisal process is a matter of long standing interest. Review of the literatures showed that the results of appraisal decisions can influence workers' work performance. This study seeks to understand the impact of this influence within the context of the New Performance Appraisal System (NPAS) in the Malaysian Public Service (MPS). A survey research design was employed and quantitative research methodology was applied. A random sampling technique was adopted, and 780 usable questionnaires were obtained by using a 'drop-off' and 'pick-up' method. Results indicate that performance appraisal decisions really have significance impacts on employees' work performance. Research findings clearly indicate that workers have positive attitudes towards the implementation and practice of the new performance appraisal system in the Malaysian Public Service. Statistical data (mean over 3.00, negative statement of the skewness, and the t-test results) was found to be very significant. The findings showed that workers were satisfied with the overall implementation of the appraisal system. This study contributes to the body of knowledge on performance appraisals by offering new instruments and offering contemporary research findings from the Malaysian Public Service context.

### **Researcher:**

Rusli Ahmad, Farida abd. Halim

## **AN ANALYSIS OF CAREER ADVANCEMENT AMONG ENGINEERS IN MALAYSIAN MANUFACTURING ORGANISATIONS**

This research studies the effect of gender, supervisor's support, and tenure of service on objective and perceived career advancement among engineers employed in Malaysian manufacturing organisations in Northern Peninsular Malaysia. It begins by noting the centrality of inequality in gender and career advancement, and also aims at providing a direct picture of tenure of service, which is among the factors least looked at when analysing career advancement. The current study also attempts to analyse supervisor's support in relation to career advancement. Moderating the elements above are the demographic variables such as age, marital status, education level, and the location of the tertiary education institution. By using a judgemental sampling method, a total of 158 engineers from 10 multinational manufacturing companies were identified for this study. The findings suggest that career advancement is very much related to gender, supervisor's support, and service tenure. It was also noted that women in male-dominated occupations, which is true in the case of the engineering field, tend to be subjected to the problems of performance pressures, social isolation, and stereotyping. This study's framework has allowed for a better understanding of how perceptions were formed and the mechanisms linking these variables to career advancement. This study is probably the first that has attempted to systematically integrate the various mentioned constructs and employees' career advancement in organisations as there is a gap in the literature concerning how demographic factors influence career advancement. This study has revealed that there is no clear distinction between career advancement and marital status, for either male or female engineers, as the statistical result disclosed no significant differences in marital status as a moderating element to the independent variables.

### **Researcher:**

Ramayah, T., Lo May Choo, Adida Yang Amri and Noor Hayati



## **PERCEIVED LEADERSHIP STYLES AND EMPLOYEES' SATISFACTION WITH THEIR PERFORMANCE APPRAISAL DECISIONS**

This study is aimed at exploring the relationship between perceived leadership styles (authoritarian leadership style, participative leadership style, and free-rein leadership style) and employees' satisfaction with their appraisal decisions. Quantitative research methodology was used in this research and data were collected using questionnaires. Actual data were collected from 68 employees in Kuching. The data were analysed using descriptive and inferential statistics. Pearson correlation analysis was used to measure the relationship between perceived leadership styles and employees' satisfaction with the appraisal decisions. The findings showed that there is significant relationship between perceived leadership styles and employees' satisfaction with their appraisal decisions. It showed that participative leadership style has the most significant effect on employees' satisfaction with their appraisal decisions.

### **Researcher:**

Rusli Ahmad and Goh Li Chi

## THE POLITICS OF PERFORMANCE APPRAISAL AND EMPLOYEE TURNOVER INTENTIONS

This study was conducted to examine the effect of performance appraisal politics on employee turnover intention. Past researches have suggested that the ratings of employees' performances have often been manipulated for political purposes and motives. They also revealed that there are two elements or political motives which influence employee turnover intention, namely, motivational motive and punishment motive. This study was conducted on 60 private companies through survey questionnaires. Pearson Correlation showed that there is a positive relationship between the independent variables (motivational motive and punishment motive) with dependent variable (employee turnover intention). It suggested that punishment motive have more effects on employee turnover intention compared to motivational motive.

### Researcher:

Rusli Ahmad, Hana Hamidi and Camelia Lemba



## WOMAN EMPLOYEES: THE WORKFORCE AND CAREER PROGRESS

The purpose of this study is to determine the relationship between the challenges faced by women employees in the work force and the perception towards their career progress. A total 100 set of questionnaires were distributed to woman employees in the public sector. Questionnaires with 5-point Likert Scale were used as the instrument of study. The data were analyzed using Statistical Package for Social Sciences (SPSS) version 12.0. Descriptive statistic such as frequency and percentage were used to explain the demographic characteristics of the respondents. Pearson Product Moment Correlation Coefficient showed that there is significant relationship ( $p < 0.05$ ) between gender bias in the workplace and culture norms with the perception towards career progress, but no significant relationship between education background and perception towards their career progress. This study suggest that challenges such as gender bias in the workplace and culture norms in today's society will influence the perception of women employees toward their career progress, and therefore the Human Resource Management (HRM) should develop an action plan to boost women career development and thus improve the economy of the country.

### Researcher:

Rusli Ahmad, David Chin Teck Siang

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